Stakeholder Engagement Plans for the 2014 Strategic Plan

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Today's Objectives

- Discuss the Strategic Plan as a "communication" tool

- Update on the development of the 2014 Strategic Plan

- Illustrate the planned stakeholder outreach and describe activities conducted to date

- Obtain EPO views

Background

- Starting with 2014, every 4 years the Agency is federally mandated to develop a new Strategic Plan to be released one year after the start of new Presidential Administration

- Based on the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), consultations with key stakeholders at various phases of the development are required or recommended

- In December 2012, the NRC released a report assessing NASA's 2011 Strategic Plan and future directions, and made recommendations on outreach to key stakeholders

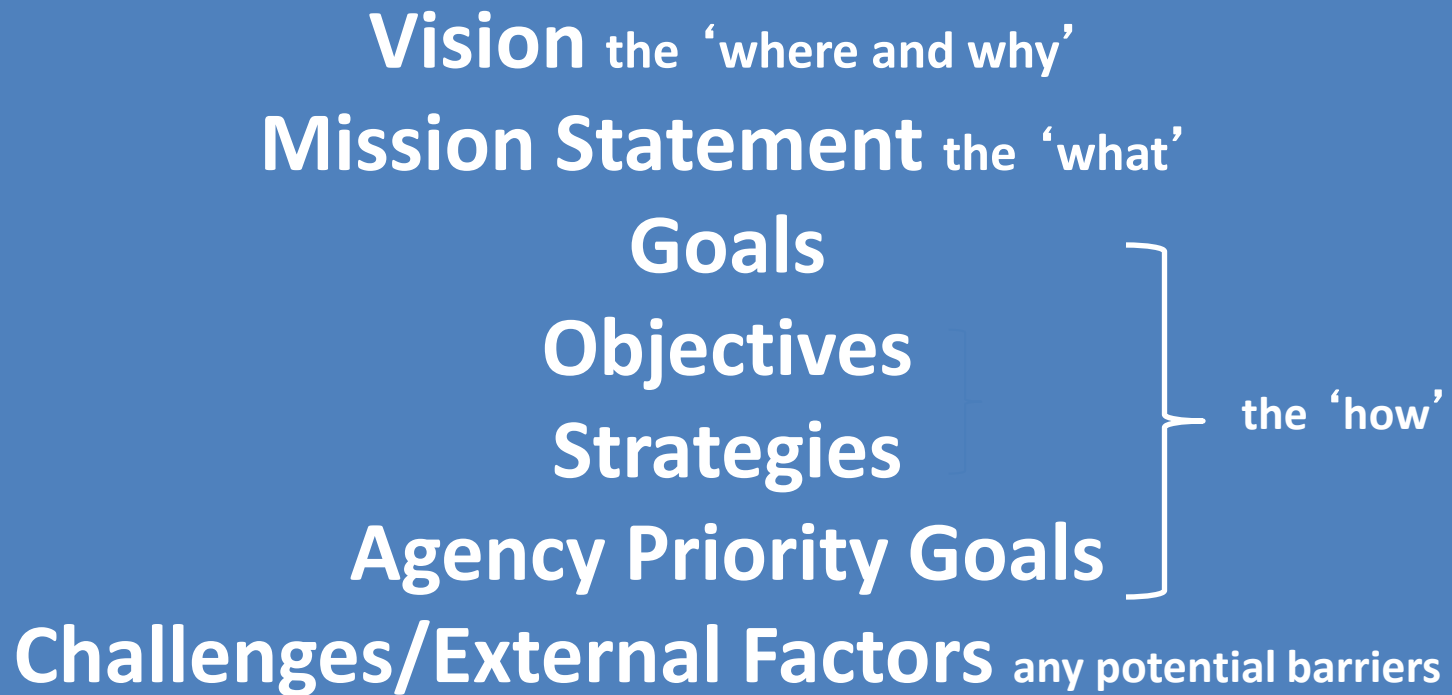# STRATEGIC PLAN AS A COMMUNICATION TOOL

Strategic Planning vs. Strategic Plan Development

- Strategic planning is on-going process, dynamic and informed by strategic analysis and stakeholder feedback
- The Strategic Plan is a discrete deliverable every four years that captures and communicates certain outputs from strategic planning

SMC, Strategic Implementation Plan (SIP) reviews, Center visits, Other

Strategic Planning (on-going)

2014 Strategic Plan

2018 Strategic Plan

2022 Strategic Plan

Stakeholder Engagement (on-going)

Congress, OMB, National Academies, Public, NASA Employees, Other

The "Elements" of the Strategic Plan Communicate Different Things

Vision the 'where and why'

Mission Statement the 'what'

Goals

Objectives

Strategies

Agency Priority Goals

the 'how'

Challenges/External Factors any potential barriers

Strategic Plan: The Ideal

- Strategic Plan **communicates** priorities and direction to stakeholders inside and outside of the organization
  - Results from completed strategic planning efforts
  - **Has internal and external stakeholder support**
  - Feasible and stable for long-term

- Sets a strategy-performance framework to measure NASA's progress toward the plan
  - Guiding light for future activities and tactical plans

But…..it gets complicated by reality

Ideal Plan

Reality

Planning challenges:
- Sometimes need flexibility in program directions
- Internal planning is on-going and never complete
- External environment changes, including fiscal
- Wide variety of stakeholder interests to consider

Strategic Plan communicates:
- Long-term consistent priorities
- Feasible and stable strategic direction
- Strategy-performance framework for measuring progress

GPRAMA requirements:
- Budget-performance integration
- Prescribed framework and tools
- Still evolving!

What the Strategic Plan communicates will have to balance both.

CURRENT STATUS OF STRATEGIC PLAN DEVELOPMENT

On-Going Development Activities

- NASA began development in summer 2012 of the elements of the 2014 Strategic Plan
  - New "draft" Strategic Goals were proposed and approved in December
  - Aligned Strategic Objectives are under development
  - Revisions to the 2011 Mission and Vision statements are being assessed
- An extensive Communication and Stakeholder Management Plan was created
  - Identifies internal and external stakeholders, timelines and methodologies for input and reviews
  - Consultations started in early 2013

The 2011 NASA Vision & Mission

Vision:

To reach for new heights and reveal the unknown, so that what we do and learn will benefit humankind

Mission:

Drive advances in science, technology, and exploration to enhance knowledge, education, innovation, economic vitality, and stewardship of Earth

Assessment Methodology

- A Headquarters Team was assembled to assess the 2011 statements against a set of considerations, derived from:
  - Congressional and OMB guidance and requirements;
  - Stakeholder feedback (e.g. NRC report, Center Visits); and
  - Best practices/Benchmarking with profits and non-profits
- A recommendation was formulated by the team based on degree of alignment with the key considerations
- The assessment and recommendation are being validated through on-going discussions with key internal and external stakeholders

Proposed Draft of Strategic Goals

Proposed Themes:
- of Space
- of Earth
- of Agency excellence

Proposed draft goal statements (v.0)
1. Expand the frontiers of knowledge, capability, and opportunity in space
   [Vision and guidance emerging for human exploration and Mars program]
2. Understand our home planet and improve life on it
   [Vision and guidance emerging for Aero, Earth Science, etc.]
3. Be a model organization, serve the American public, and inspire people world-wide
   [Vision and strategies emerging from SMC dialogue and task groups]

Where we go from here…….
- The Goals were formulated to enunciate certain themes (concepts, scopes) and the actual language may change as we go through reviews by the various stakeholders while developing the Strategic Plan

Strategic Goals Structure/Content/Scope

Theme	What does the Goal do in the Strategic Plan?	What does the Goal emphasize?	What does the Goal cover?	Which orgs will execute the work? (For Discussion)	Goal v.0 Language
Space	Give NASA's value prop. for exploring and understanding space. Address national priorities.	Efforts to understand Universe and support human presence in space	Research and exploration activities that span organizations to achieve the Goal	Planetary Science, James Webb Space Telescope, Space Technology, Crosscutting Space Technology Development, Exoplanet Exploration, Cosmic Origins, Mars Exploration, ISS, etc.	1. Expand the frontiers of knowledge, capability, and opportunity in space
Earth	Present tangible benefits for humanity of NASA's science, research, & technology activities. Address national priorities.	Activities on Earth, or to gain understanding of Earth from space	Research in aeronautics, earth science, biology, that has explicit benefits, not better captured in space-related activities	Heliophysics, Earth Systematic Missions, Aeronautics research, Aviation Safety, Airspace Systems, Fundamental Aeronautics, Integrated Systems Research, etc.	2. Understand our home planet and improve life on it
Agency Excellence	Communicate commitment to organizational excellence. Address perceived management weaknesses.	Management, performance, communication, and outreach initiatives	Mission support and management activities, incl. financial audit, HR, etc; plus Communication and Education	Offices of Safety and Mission Assurance, Diversity and Equal Opportunity, Communications, Education, Chief Financial Officer, Information Technology, Space communication and navigation, etc.	3. Be a model organization, serve the American public, and inspire people worldwide

STAKEHOLDER ENGAGEMENT PLANS

Stakeholder Outreach & Engagement

- As required or recommended by GPRAMA, the Agency has formulated a detailed Plan identifying key stakeholders, phases of consultation, and methodologies
- Key stakeholders are internal and external, including the public
  - A detailed plan is being developed for outreach to the public

Types of Stakeholders

Type	Role	Example
Oversight	Provides direction, funding and oversight	**OMB/WH, Congress**
Delivery Partner*	*Executes work for mutual benefit through defined contributions*	*Other agencies, international, state, local Academia, non-profits*
Internal - Leadership	Sets and leads the directions for the agency	**Administrator, Deputy Administrator, COO/PIO**
Internal - Other	Executes the agency's work	**MDs, Center Directors, employees, contractors, grantees**
Customers	Receives benefits from the agency's work	**Public, scientists, students**
Advisory	Provides opinions on areas of interest to NASA's mission	**NAC, NAS, professional societies**

*Excludes Delivery Partners as they are engaged project-by-project, and generally do not have input to a Strategic Plan

Stakeholder Engagement by Development Phase

Type	Phase 1 Early Drafts	Phase 2 Revision & Reviews	Phase 3 Rollout
Oversight	*Recommended*	Required	Required*
Internal - Leadership	Required	Required	
Internal - Other	*Recommended*	*Recommended*	*Recommended*
Customers (Public)		*Recommended*	Required*
Advisory	*Recommended*	*Recommended*	*Recommended*

- *Based on the type of stakeholder, input on strategic direction or feedback on a draft plan is either required or optional in the different phases of development*
- *If optional, the above table represents where input is recommended by the Strategic Plan Development Team*

* The 2014 Strategic Plan is due to the public and Congress in February 2014.

When is Input/Feedback Incorporated?

PHASE 1

Approach Devt
- May-Nov 2012

Early Inputs
- Nov 2012-Mar 2013

Early Draft Devt*
- March-May 2013

PHASE 2

Draft delivery
- Jun 2013

Input on Drafts
- July-September 2012

Plan Revision & Final Delivery*
- Oct-Dec 2013

PHASE 3

Rollout
- Feb-Apr 2014

* Insertion opportunities for input/feedback

Early Inputs Are Being Gathered

- A cross-section of internal and external stakeholders have been consulted over the past month, per plan

- Views on proposed strategic plan elements, including the vision and mission, have been remarkably consistent across all groups
  - Feedback has generally been positive about the current directions

Next Steps

- Potential early discussions with OMB and Congress (April)

- Consultations with full NAC in late April

- Continue outreach to NASA Centers

- Determine and implement methodologies for engaging the public during the Summer

  - Ideashare, a Web-based, moderated poll

Discussion

- Is the Agency's approach to the Communication plan sound?

- What are your views on the proposed methodologies?

- Do you have any feedback on how to maximize the use of the Strategic Plan as a communication tool for NASA?

Backup

2014 Strategic Plan
Key Dates and Milestones

Date	Milestone	Starts:
December 18, 2012	EC decision on proposed goals structure/content/scope	Strategic objectives development
March 1, 2013	Draft Strategic Objectives due to OCFO/OSF	Integrated look at Strategic Goals and Objectives
June 3, 2013	**Delivery of SP draft to OMB**	4 weeks of OMB review
Early July, 2013	OMB comments due back	OMB driven revisions
August 1, 2013	Delivery of revised SP draft to Congress	Discussions w/ Congress (estimate 6 weeks for review)
September 1, 2013	All "other" stakeholder input due on draft SP	Implementation of other stakeholder input in to final strategic plan version
December 20, 2013	**Delivery of final draft SP to OMB**	Clearance process by OMB, including the PIC
February 4, 2014	**SP delivered to the Public**	Rollout starts

Non-negotiable dates

Phases for Input/Feedback

Phase 1: Early Inputs

6/13 Draft Due to OMB

- Nov 2012-Jun 2013

Phase 2: Feedback on Drafts

12/20/13 final Plan due to OMB

- Jun 2013 – Feb 2014

Rollout

- Feb-Apr 2014